

Collaboration Hub – iHub Launch  
Communications Plan  
(Iterative)

**Situation**

iConnect is Premera’s enterprise-wide news source. The site is used to communicate with all associates about initiatives, organizational changes, business issues, and industry news. iConnect and email are the only tools available for company-wide communication with all associates.

Our now-antiquated news platform is one-dimensional, lacks flexibility, and is no longer supported. To date, enterprise communication consists of “push” communication with little or no interactivity or connectivity. A communications audit emphasized its lack of best-in-class features for internal communications.

Search functionality is largely non-existent. Current metrics, sporadically available, provide only basic quantitative information; nothing of qualitative substance is available to guide and support editorial decisions.

Associates are clamoring for collaboration tools; social sites such as Facebook groups and a “rogue” (outside the safety of our firewall) Yammer site have filled the gap, albeit insufficiently.

All-associate surveys, a 2010/ 2011 communications audit, and a 2012 gap analysis provide support for updating our communication and collaboration tools. Through these and other research methods, associates consistently tell us they don’t feel connected to company strategy, they don’t have a voice, our leaders aren’t visible enough, and they want to understand the rationale behind major company decisions.

Communication tools to support or influence these areas exist. For the past five years, various groups and committees throughout Premera have worked to move to a new, dynamic, interactive platform for both iConnect and our overall intranet. Until now, the “intranet strategy” bogged down in process, ownership and complexity, while at the same time, our tools became more obsolete and cumbersome, lacking even basic upgrades. Troubleshooting problems for content publishers became the norm.

One measure of a high-performing company is a dynamic intranet site that includes collaboration tools. Not addressing the issue puts us at risk of falling behind in technology compared to other employers and losing or not attracting talent as a result, particularly because of our location in a tech-central environment.

iConnect is now slated to be the first iWeb (our overarching intranet) site to move to a new, interactive 2013 SharePoint site, and will boast a name that states its intent: iHub. This new, interactive, flexible platform is essential to support industry and enterprise-wide changes currently underway, and position us alongside other high-performing companies. The “hub” will provide a mechanism for increasing associate engagement, knowledge, resources and awareness, saving time and providing associates with the tools they need to do their jobs. Other iWeb sites will be upgraded as need and capacity aligns.

**Business Objectives**

- Increase associate productivity by providing the tools they need to do their jobs and support collaboration, reducing the need for re-work (and associated costs)
- Strengthen Premera’s position as a good place to work among new associates and candidates; support talent retention and attraction
- Increase transparency for associates about what we’re doing and how we’re doing it
- Improve the work experience with seamless integration of components, align with Lean principles (eliminate waste, deliver value), and foster innovation

### **Communications Objectives / Goals**

- Associates know how to use the new tools, are comfortable with the change and see the value of using them
- Associates are excited and eager to use the new platform and readily adopt it
- Participation expectations are clearly defined and supported at all levels
- Associates feel heard and connected

### **Business Strategy**

- Identify early adopters / ambassadors and seed content
  - Governance committee (lead / model the way)
  - Communications teams company-wide
  - HR / AR / H365
  - Marketing / Social / Events & Partnerships
  - Admins
  - IT
  - Facebook group participants / LifeWise ambassadors
  - Compliance & Ethics
  - EPDs Learning Excellence groups
  - Other ad hoc committees as determined
- Provide training and support, using job aids such as FAQs/ Q&As, how-to videos, and more as deemed necessary (communications in partnership with EPD adoption team)
- Establish and pre-populate key “community sites” (interest/affinity groups), team sites where possible, and “my sites” by beta users prior to launch

### **Communications Strategy**

- Inform associates about what’s changing and why (rationale): what’s new, what’s possible, expectations, benefits – “what’s in it for them”
- Educate associates about the benefits, i.e., insight into company projects, access to SMEs, less duplicated work, share and leverage knowledge
- Partner with adoption team to set up and promote “help” and / or “getting started” sites, pages, and/ or links
- Encourage associates through training and communications to engage, collaborate and explore; provide the resources they need with rationale about why it’s important
- Involve company leaders early to model behavior; governance committee to model the way (populate / comment / participate)
- Gamify use and recognize and reward associates for participation

### **Business Success Factors**

- Intuitive and easy navigation - information available within five clicks
- iHub is the enterprise-wide go-to for company news and information; “create a buzz” and link associates to overall company success strategies
- Associate integration - there’s a reason for everyone to visit, from top execs to hourly associates
  - Associates can “choose their news,” post their own, and ask questions easily
  - Executives use iConnect to share information / insights and more easily hear from associates
- Associates feel engaged, informed and connected
- Replaces email / push communication as primary source if important information / info sharing
- Source of quantitative and qualitative data for internal communications

### **Communications Success Factors**

- Early adoption: 30% personal profiles complete within three months

- Content consumption: At least 60% of associates visiting daily
- Rich data: Qualitative information / feedback (comments, sharing)
- Participation: Engage with team sites, community sites, my sites
- Associate driven content: 30% of associates generate weekly news, post events, etc. within six months

### **Communications Challenges**

- Current culture threatens associate-generated content and online participation (comments, likes, posting articles/ content, building community sites); associates have previously shared concerns about expressing opinions or getting something wrong
- Workforce resistant to change, e.g., resistance to associate photos in Outlook
- Limited familiarity with SharePoint capabilities, e.g., “My Sites” on existing SharePoint platform barely used
- Clicks and visits don’t tell the full story of whether the content was consumed, why it was consumed (or not), or whether it was helpful; metrics are often been sporadic
- Concerns by associates that the tools they count on to do their jobs would go away

### **Key messages**

#### **Executives / Managers**

- The new hub will be a collaborative work tool that enhances productivity and innovation by providing associates with easier-to-access tools, a more robust and intuitive search, and by connecting them to their coworkers, SMEs, and more
- The new hub will integrate the work tools associates have come to rely on to get their jobs done with no disruption – and provide them with better tools such as search and relevant company news
- The hub addresses key issues from the last few associate surveys:
  - Executives can respond to associate questions about company decisions / rationale; executives will also be more visible as they engage with the new system and model the way
  - Associates will have a greater voice through comments, team sites, community sites and their personal profile pages

#### **Associates**

- What’s changing: the iConnect home page will now be iHub – it’s *your* hub to connect you to all the tools, topics and people that are important to you to do your job – and more.
- The tools you currently use will be integrated (they’re not going away).
- We’re here to help. We have training tools, FAQs, videos and more to support you when you need it. And you can always ask questions – either through the tool or through traditional channels like email.
- You can personalize your home page so everything you need is easily available, and you can add project / team / community (interest) sites to help you quickly connect with important contacts.
- “We heard you.” Many of you have clamored for a collaborative tool such as Yammer or SharePoint – the new hub has a variety of options for you. Here, you can leverage and share project information, as well as share information about yourself (only as much as you want to) and what you’re working on within your own “my site”.
- The new hub:
  - includes a robust and more intuitive search
  - connects you to your coworkers, executives (*note: executives must use this tool*) and SMEs
  - will help get your questions answered quickly and thoroughly
- We encourage you to give it a try and see how it works.
- We want to hear from you. Let us know if you “like” what you’re reading; we hope you’ll comment, join a conversation, and share your own news with the rest of us
- Like it? Other sites and capabilities will be added as needed.

## **Target Audiences**

1. Governance committee
2. Executive Management Group / Senior Management Group
3. Officers / directors
4. People managers, admin teams
5. Early adopters
6. All Associates / ambassadors

## **Tactics / Timing** (Workback schedule)

- July 28: Launch – all areas populated
  - Home Page:
    - First article introduces the new site and asks for feedback in the comments
    - Feature articles: Fresh news content AND most recent iConnect content
    - Pre-populated community sites, (Health & Wellness, Blue Friday, PLD, etc.)
  - All associate email message (with link) inviting them to explore the new hub and participate
  - Welcoming CEO video on home page, also inviting participation (join the conversation)
  - Rotating 'ads' (partner with EPD to provide content)
- July 7 / 14 / 21: Teaser campaign – iConnect banner ads; draft articles and develop content (TBD in partnership with EPD); company-wide roadshows (department meetings, etc.)
- June 23 / week of: announcement article on iConnect and all related support materials – Q&A / Guidelines / user support materials (job aids, etc.), banners / images (artwork)
- June 1 – 30: Pre-populate content with team, super-users / early adopters (articles, communities, my sites, video, events); provide training to beta users
- June 10: O&D announcement / sneak preview
- May 15 – Governance meeting (walk through adoption / communications)
- May 9: Beta testing by Janet's team, with key adoption areas noted
- April / May – build adoption and communications plans

## **Content Strategy:**

- Daily feature story – editorial planning in process
  - Monday – Actively NW LW Ambassador story
  - Other days as determined; currently in monthly rotation are Faces of Lean, Path to Preparedness, Executive Interviews, and soon, Customer Experience; other features may include department highlights (IHM, HCDS, Legislative)
- Our current "regular" (non-feature) stories will include photos, sometimes a recurring image that describes the article consistently
- Events will be separately populated
- Reader generated content (to be included in adoption plan): events, highlights, peer stories, project stories